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ABSTRACT

Women who occupy the managerial ranks in today's world lead busy, often frustrating lives. In this study, 75 female managers in business and education were interviewed to determine their feelings about their careers, their major sources of stress, their sacrifices when entering management, the barriers they faced, and how they cope with their problems. The results led to seven conclusions. First, major stressors are lack of time, deadlines, personnel problems, and family responsibilities. Exercise, "sounding boards," and hired help for household duties reduce stress for these women. Second, sacrificing time for self and family appears to be a major problem for female managers, who need practice at managing time and prioritizing responsibilities to secure enough personal time. Third, since managerial women face sex barriers, early training for both girls and boys is needed to reduce negative stereotyping; more female executive role models will also help. Fourth, women should learn to be team players at an early age and to cooperate, collaborate, and enjoy other females' success. Female managers need specific training to cope with "horizontal violence" in female employer-employee relationships. Fifth, developing support systems and obtaining the confidence and "thrust" of sponsors and mentors is important for entering and advancing in management. Sixth, families are important support groups for managerial women. Last, career planning is desperately needed for women, considering the large number of females who would choose a different career or start earlier if given a second chance. Home and school socialization agents are vital. (MLH)

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FEMALE MANAGERS IN BUSINESS AND EDUCATION: SACRIFICES, STRESSORS, AND SUPPORT SYSTEMS

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As more women enter the managerial ranks in today's world, the problems that they have maintaining the delicate balance between their personal and professional lives have become more evident. The primary purpose of this study, therefore, was to determine the major problem areas of the career and home lives of managerial women in business and education and to determine how these women cope with these problems. Areas of focus in the study included: difficult and enjoyable aspects of the job, characteristics needed for success, barriers to management positions, problems supervising women and men, mentors, sacrifices, common mistakes made by women in management, career planning, feelings of loneliness and isolation, the "Superwoman Syndrome," motivators, stressors and coping mechanisms, family support for career women, family hindrances, career impact on social and personal lives, impact of career on family, balancing home and career, time management techniques, career changes, and advice to aspiring female managers.

The research procedures used for this study involved the use of structured interviews that were conducted by the members of the "Women and Careers" class at Texas Woman's University during the summer of 1986. Written responses that were provided to the researcher from her students formed the basis for this study. Each student interviewed two female managers--one in the field of business and one in the field of education.

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Demographic Information

A total of 75 women were interviewed for this research study; however, some of the questionnaires were incomplete, making the total number of responses to each question less than the total in the sample in some instances. Approximately

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90% of the women in the sample were between the ages of 31 and 45; surprisingly, a few of those interviewed refused to reveal their ages--an indication of the powerful "scripting" that still lingers in some of these successful women.

The majority of the women interviewed were married, 21% were divorced, 12% had never been married, and 6% were widows. Two-thirds of the women had children; however, most of the children were teenagers or in their twenties or thirties. Only 4 women had children below the age of 10. The majority of the members of the sample had served in managerial positions for 10 years or less: 37% had been managers for 6 to 10 years, while 35% had served less than 5 years. Only 10% of these women had been in management for 16 to 25 years. All were currently occupying mid- to upper-level positions in either education or business; 55% were in the field of business and 45% in the field of education.

Most Difficult/Enjoyable Aspects of their Jobs

When asked about the most difficult aspects of their jobs, 43% of these women stated that personnel problems gave them the most difficulty: selecting and evaluating personnel, reprimanding and terminating employees, dealing with difficult, marginal, or non-motivated personnel, working with difficult males or supervising other women, and working with jealous or immature women. Time was the second most frequently mentioned aspect that presented problems for managerial women: not enough time, meeting deadlines, and difficulty with time management. As one woman put it, "There is too much to do--and too little time." Other comments related to personnel problems were: "It's very difficult trying to reach goals through other people" and "It's tough trying to be so many things to so many people."

The most enjoyable aspects of their work involved working with people (43%), seeing the results of their efforts (34%), seeing people grow (19%), training and teaching others (8%), and creative problem-solving (4%). Only one woman mentioned

money as the most enjoyable aspect of her job. Comments involving the positive aspects of their jobs include: "The best part of this job is that it's people-oriented"; "I really get satisfaction from making a noticeable difference in people's lives." One woman summed up this area of focus very well by stating that "people relations" were the most difficult and the most enjoyable parts of her job.

Characteristics Needed for Success

Qualities that these managers felt had helped them become successful included: working harder/trying harder (23%), getting along with people (20%), and having perseverance or "stickability" (19%). Other traits mentioned frequently were a variety of experiences (14%), organizational skills (12%), self-confidence (9%), communication skills (7%), assertiveness (7%), and visibility (7%).

Qualities mentioned less often but that also appeared important were the ability to accomplish goals, being energetic, disciplined, creative, unemotional, humanistic, knowledgeable, and having good interpersonal skills. In order to be successful, these female managers said, "I tried harder, studied harder, stayed up longer, and had some luck"; "You need perseverance to break into the world of the 'good ol' boys'"; "...pure guts--I bucked them all the way to the top. They told me no promotion until I got a criminal justice degree; then I found out they had given a job to a man who did not even have an 8th grade education"; "I'm not afraid to take risks"; "Having determination and endurance is essential"; "I'm a quick study--I can get a quick grasp of what's important to know. Because I understand when to listen and actively seek help from the best people I can find in a new environment, others sometimes assume I know more than I do." These characteristics given above are the same as those needed by all leaders; however, these women seemed to feel that they needed to do more and be better in order to be successful.

Barriers to Management Positions

The main barriers that these women encountered in their rise into management were "simply being a woman" (30%) and the lack of male acceptance (26%). These were followed most frequently by prejudice (8%), not being seen as an authority figure (7%), and the jealousy of other women (7%). Other barriers perceived as important were: male chauvinism, lack of a college degree, lack of skills, having to gain confidence of male superiors, lack of experience, and politics. One woman spoke of "an unwillingness in a heavily male senior management structure to accept those unlike them, i.e. 'male.'" Others stated, "The main barriers for me are jealous women and doubtful men"; "the barriers I faced were 'small-town' attitudes that all decisions made by a woman must be finalized by a male--who is not even up the ladder from the woman."

Other relevant comments concerning barriers included: "Having to convince the board members (all men) that I had the business skills to be able to handle that aspect of the agency was so difficult"; "Although my father had a successful business that he would have tried to turn over to a son, when I grew up, it was my husband he hired and trained--not me." Another woman stated, "Everything you have heard is true. You don't receive as much pay for what you do; you will not pull the same weight in a staff meeting as the men. You'll never be looked at as one of the guys. You constantly say 'please forget that I am a woman...I just want to be one of the group.' I promise you that this is the major barrier that any woman finds." Having given the barriers that they had faced, these women reported handling them with confidence, competence, and a sense of humor.

Problems Supervising Women and Men

When asked about problems supervising women and supervising men, 20% of the sample stated that they saw no difference between the supervision of the two groups. As one put it, "There is no real difference--just personalities."

Although 17% of those interviewed reported no problems when supervising women, the 63% who did saw jealousy/envy (17%) and being too emotional/taking things personally (13%) as their most frequent problems when working with women. One woman likened her experiences in supervising women to "...babysitting 5 year olds; they choose up sides, don't get along, and argue over little things. I am not going against my gender, but if you get more than three together--you have a problem."

Other problem areas supervising women included: not taking the female manager seriously as the "boss", not responding well to criticism or supervision, not being "team players", "back-stabbing", and taking advantage of a woman manager. Comments indicated that "women are not proud of another woman's accomplishments" and "they want you to come down to their level, understand all their problems, and make exceptions for them." It was evident from the responses to this question that there are certainly strong feelings involved when women work with women managers. Some women, however, felt that both men and women were less cooperative when it comes to being supervised by a woman.

Although 15% of those interviewed said that they had no problems supervising men, 30% who did have problems reported that they usually dealt with the fact that some men simply don't want a "female boss" or "don't want to take orders" from a woman. Eleven percent reported that they had a difficult time establishing credibility with some men, stating that "men don't take me seriously" or that "they question my authority." Others, however, prefer working with men and stated that women have alienated them and that they have a better rapport with men. One woman said, "...supervising men is 100 times easier than supervising women." Overall, more problems were reported when these women were supervising other women than when supervising men.

Mentors

Having a mentor appeared to be an important factor in the professional lives of most of these women. Nearly four-fifths (77%) of these managers had mentors. Although 9% reported having mentors of both genders, more mentors were male (52%) than female (27%). Mentors were influential in many ways: "Their integrity and professionalism were inspirational"; "My mentor was the first person in my life to stress that I had the ability to control my future"; "She was my model--I am going to try to do the same for others."

Others commented, "The president saw something (potential?) in me; we would go 'head-to-head' lots of times, but he had complete faith in what I would do"; "The word 'can't' was not in his vocabulary, and he just forced it out of mine." Other women said that their mentors, "...allowed me to fail a few times (which was probably harder for her than for me)"; "told me I could do more--forced me to reach beyond my everyday job." All comments relating to mentorship reinforced the importance and the influence these persons have on the lives of career women.

Sacrifices

The greatest sacrifice these managerial women made in order to obtain the positions they now hold was time--or the lack of it--for personal and social life, self, and leisure; time was given by nearly half the sample (49%) as the main sacrifice they had to make. They had given up "time for personal enjoyment--time for me" and "worked long hours, not having enough left to have time for myself."

Other comments related to time include: "I've spent many long and extra hours to get where I am, and I sometimes wonder if sacrificing time with my husband and my friends is really worth it. I've also put off having a family"; "My long hours and travel led to my being raped while on assignment, causing severe family stress"; "When I am with my family at home, I am too tired to enjoy them or the occasion."

Nearly one-fifth of the sample stated that they had made no real sacrifices for their careers; others, however, gave sacrifices other than time that they had made. These included the expense of education and career training, being away from family and children, marriage problems, traveling/commuting, being relocated, and postponing having children. Comments related to these sacrifices were, "As my career advanced, my marriage deteriorated"; "I decided not to have children; I would not be able to do my very best in my career if I had children--I couldn't be the very best at both"; "I probably neglected my marriage to some extent." In contrast, another stated that "I made no sacrifices. This is the position of my choice." The trend evident in all the responses concerning sacrifices was that although sacrifices were made, few felt that they would change the career paths they had chosen in spite of the things they had "given up."

Common Mistakes Made by Women in Management

When asked about common mistakes that women make in trying to advance in their careers, the most frequently mentioned mistake was "being too pushy, trying too hard, rushing things, or moving too fast" (responses of 27% of the sample). As one woman put it, "...some women just try too hard; they want to succeed so badly that they over-try and over-react." Similarly, another stated, "A man can get by being pushy; a woman cannot without some unpleasant labels." "Most young women," another respondent remarked, "want to start at the top. They want to make the top salary and work the short hours. You have to pay your dues!"

Other common mistakes included: stepping on others/manipulating or using them to get ahead (11%), being unprofessional in behavior or image (9%), being too emotional or showing a lack of objectivity (9%), trying to "act like a man" (7%), being aggressive (7%), trying to please everyone (7%), lacking self-confidence (7%), and thinking they can have it all without the sacrifices (5%). These female managers stated that they had seen other women, "...step on one another

and not care who they crush trying to get to the top"--"try to be like and dress like a man"--"don't rate themselves highly enough and don't realize their gifts"--and "forget where they came from when they advance." Another said, "I really believe that women in a supervisory capacity should never operate a copy machine. Some of us try to do anything to show we are part of the team, and we really do ourselves harm." A similar comment involved a woman who "didn't realize until I had been here a couple of years that my predecessor (a man) made nearly half again as much as I did. No wonder they hired me!", she said. Women who want to advance in their managerial careers would be wise to heed this advice from women "in the know."

Career Planning

Although 65% of these women managers responded that they did set career goals, nearly one-third stated that they had not. Serious career planning was done by 33% of these women when they were in their thirties, 25% when in their twenties, and 15% in their forties. Only 4% stated that they had done serious planning in their high school years. Quite a few of the subjects said that they began seriously thinking about their careers after they were widowed or divorced. One woman (who was 39 years old) admitted that she still had not done any real planning for her career.

Overall, goals were set relatively late in the careers of these women; this is evident from the comments that follow. "After working 20 years, I began to plan for my future--I was then 40 years old." "I began career planning after my children were in school, around the age of 33." Several who were "forced" into career planning put it this way: "When I found myself single again at 30, I did set goals--I did not after college"; "I only knew that I had to teach to get my husband through school, then he left me with two children, and it was a goal just to feed and clothe us all. I was 38 when I began working on serious career

planning for administration." It is certainly evident from these responses that career planning is desperately needed for women; responsibility for such planning should rest with the family and the elementary and secondary schools.

Feelings of Loneliness and Isolation

When asked if they felt any loneliness or isolation as female managers, the respondents' answers split evenly between yes and no (47% each). Eight percent reported having these feelings "sometimes." Those who experienced loneliness and isolation said, "When I became an assistant principal, automatically the alienation began. My friends weren't close anymore"; "By virtue of being the top executive, one is no longer part of the group. This is particularly felt when walking into the teachers' lounge."

One woman accepted her "fate" and stated that, "Some isolation is a part of management. You can be friends, yet you're still the 'boss.' I just accept the limitations of this and make good friends outside of work." Other women reported isolation because of male peers and co-workers. Two of these stated that "there are times when I am left out of inside jokes that the men will make" and "isolation comes when all the men group in one office. I just go and get a cup of coffee or run an errand when this happens."

Having support systems outside the job seemed to be the most important coping mechanism that helped alleviate the problems of being lonely and isolated. As one subject stated, "Women need to socialize more--to get and build support groups" as the best way to solve these problems. Others said that they coped by "talking to other female managers, "treating myself to dinner with or without my family," "getting it off your chest--in sessions with other individuals, primarily women managers," and "having the support and understanding of my friends and family." One manager stated, "You need a support group away from the job. This is the biggest problem women have--they do not have a peer group."

The "Superwoman Syndrome"

The "Superwoman Syndrome" did not seem to be a particularly difficult problem area for the women in this study. They said that they avoided "having to be superwoman" in the following ways: keeping their major priorities in place in their lives (19%), not expecting so much from themselves (19%), having the help and support of spouse and family (14%), hiring others to do housework and yardwork and not cooking (10%), being organized and planning constantly (5%), and maturing professionally and personally (5%). One woman said that she coped by "trying to keep my flying cape in good repair." Another said that she tried being superwoman and "gave it up." One simply said, "I am superwoman"; another stated that she didn't have to be because she was "married to a saint."

One manager stated that she is "still trying to find the middle ground between being 'super homemaker' and 'super slob.'" "It gets easier as time goes on," stated one woman who indicated that she and her family "discussed the demands that would be made of me if I accepted a managerial position. We committed as a family."

Those who appeared to be caught up in this syndrome told a quite different story. "I have not dealt well with the superwoman thing. I have let my emotional, mental, and social self go." Others added, "I don't have a solution." "I go 90 mph and never slow down." "I get depressed and cry every two or three months." "I still try to do it all--at home and at work--I did it long before it was called the 'superwoman syndrome.'" These women still do not have the answer to a problem that plagues many in the managerial ranks. As one woman put it, "Successful women are still expected to be successful at everything--'stand alone' successes. We are not to ask for help or to expect any understanding." Women who still take on "everything" at work and at home, thus succumbing to the superwoman syndrome, need help in prioritizing the facets of their personal and professional lives.

Motivators

The factors that motivated the subjects in this study to move into management included the following: money or financial need (34%), wanting to change things and feeling they could manage better than those who were their bosses (29%), wanting to have more authority/control/power/prestige (16%), being ready for a change and not fulfilling potential (12%), enjoyment of leadership and supervision (11%), having the encouragement of others (11%), wanting a new challenge (10%), and simply having a job offered to them that they had not sought (5%).

Comments regarding motivating factors included: "...just looking around and knowing I could do as well or better than those in management"; "wanting to be my own boss"; "watching others (men!) and knowing that I could do it just as well--no, better!" Another responded, "Do you want to know the truth--it's money!"

One female manager said that she "got tired of working for men who weren't as smart as I was and who took credit for my work." Having to depend on herself was a realization of one who said, "I will be fifty when my son goes to college. I had three options--marry for financial comfort, live in poverty, or get set financially by myself. I didn't want to be poor." Although money and financial need comprised the majority of responses concerning motivation, in many cases, other reasons--such as being ready for a change--were also given by the same women who mentioned monetary needs first.

Stressors and Coping Mechanisms

The main sources of stress for these managerial women are as follows: too little time (21%), deadlines/paperwork/daily demands (21%), personnel problems (12%), the "sheer volume" of their work (11%), family responsibilities and guilt feelings (11%), and the "unreasonably high" standards these women

set for themselves (5%). In speaking of stresses, one woman said, " I have a schedule that would choke a horse." "They want it all yesterday," lamented another. Other comments involved having "too much to do in the time available" and "not having enough time to do the job the way I want it done."

When asked how they relieved job stress, exercise was given as the most commonly used coping strategy by 36% of the respondents. Types of exercise mentioned included running, biking, sailing, swimming, doing aerobics, playing golf, and square dancing. Other coping strategies included talking with others, being involved in hobbies, art, or music, participating in family activities, not taking work home, using time management techniques, reading, and cooking, cleaning, or doing yardwork. Two said that they did not cope with or relieve stress well.

Some comments related to coping strategies were: "I work at maximum capacity during the day in order to have leisure time at home"; "I blow off steam--I sing in the car on my way home--I cross-stitch--I clean house--I get it out of my system"; "Release is totally getting away from it. When I am on a plane and it lifts off the runway, I have this feeling--'they can't get me now.'" Others said, "Anything physical helps!"; and "I swim--I pray." One woman spoke of how her illness had changed her perspective. "After I had cancer," she said, "I quit dealing with everything at once. Now I deal with one day at a time. I remind myself that each day is precious and why it's precious to me." Other women in managerial positions or aspiring to them should take advantage of her insights.

Family/Spouse Support for Career Women

When asked if they received emotional support from their spouses or their families concerning their careers, a large majority of these women (84%) stated that they did receive this support. Only 12% stated that they were not supported by spouse and/or family, and 5% said that their families gave support only

"sometimes." Support was given in the following ways: simply listening (33%), serving as a "sounding board" (14%), and giving advice (12%); thus, forms of communication comprised 59% of the responses.

Other means of support included having the family help with housework and chores (41%), receiving encouragement and reassurance (34%), getting emotional support (22%), not having family complain or use "guilt trips" (14%), showing pride and recognition (10%), and sharing child-rearing responsibilities (9%). (The small percentage who responded concerning child-rearing is understandable when the ages of the children of most of these women is taken into consideration.)

When speaking of support from their families, these women stated that, "If I get in a bind, they take over some of the workload"; "my husband believes that I'm as good as I really am--believes that I can go as far as I want to"; "my daughter says, 'go for it, mom'." Others stated that, "they don't expect me to cook"; "my husband protects me from the outside world by screening my calls at home."

Non-supportive comments included the following: "My husband has a hard time dealing with my independent state. He would rather I stay home and cook, wash, etc."; "I receive little emotional support (married with a 4 year-old at home)." One remark should strike a sympathetic chord in the hearts of many career women, "My family, while they are very proud of me, very often increase my level of stress by not understanding how little extra time I have. They view me as the <u>single unencumbered</u> member of the family with free time to do anything they might ask." Some women, however, spoke of a turnaround in support from their families with time: "In the beginning, they resented the time. Now they verbalize their encouragement." It appears that many women felt that their families provided more support after they had worked through the "difficult period" of extra work in their first few years of management.

Family Hindrances

Although most of these women felt that they did receive support from their families concerning their careers, 53% felt that sometimes families did things that could be considered hindrances to them as working women. These hindrances were: failing to understand the time demands they had or being insensitive to their jobs (27%), being too demanding of their time (22%), not helping with chores (19%), and having events scheduled that conflicted with their work schedules (16%).

Positive responses to this question were: "My family gives much more than they require; nothing they do could be considered a hindrance"; "My family is independent as a unit, and my children are not dependent on anyone to plan for them." Negative responses included "feeling guilty when I could not participate in my children's activities as much as other mothers" and "feeling that my family is too demanding and expects me to do things that they could do for themselves." Another remarked, "They demand too much of my time. When I didn't 'work', I spoiled my family a lot. When I had to hit the workforce, nobody has been able to understand and accept that--and it causes me pain." In light of the responses given, communication in families concerning the support needed by the "dual career" woman is sorely needed.

Career Impact on Social/Personal Lives

When asked if job demands have affected their social and personal lives, 66% of the female managers stated that their jobs did have a real impact on their lives away from work. Nearly 20% did not feel that their careers had affected their lives significantly, while 15% felt that their careers had made a positive contribution to their social and personal lives.

A few women spoke of severe problems in this area with personal and social lives being "killed" or "eliminated" and of having serious to severe marriage problems. One woman stated that her "marriage deteriorated as I advanced in

my career. My husband and I grew apart. My career goals exceeded his." Another said that her husband "wants the life we had when we first married. He wants more of my time." Others made these comments: "I have no personal or social life--my job demands have contributed largely to that"; "For a long time, it was strictly work--it's better now." Another said, "Absolutely not! You make time--there is life after work." "I leave work at work when I go home, and I leave family at home when I go to work!", stated one manager who seemed to have solved the problem by keeping her "two lives" totally separate. Overall in this category, those female managers in the earlier stages of their careers reported more problems than those who had already "paid their dues."

Impact of Career on Family

A large majority (72%) of the respondents in this study did not feel that their families had suffered because of their careers. Only 17% felt that their families had "suffered," and 13% reported that "sometimes" their families had been deprived because of their careers.

On the other hand, many women felt that their families had been enhanced because of their careers, had achieved a certain degree of autonomy and independence, and that their children had learned self-discipline. Some feelings of regret, however, were evident in comments of some women even though the level suggested by the term "suffering" to some was never reached. One revealing comment in this vein was, "I don't think they really suffered, but at the time my boys needed me, I wasn't there. Those days are gone and can't be replaced."

Other comments were: "I'd like to be more a part of my children's lives instead of someone who drops in occasionally"; "My family have had to give up some of the 'niceties' I used to do for them." On the other hand, some women noted that their families "enjoy my salary." "My earnings went into the family budget," said one. "Because of this, my sons had more." Overall, although the

family life for some women has been affected in many ways, the impact for most appears not to have been severe.

Balancing Home and Career

In maintaining a balance between home and career, the most frequent response given by these female managers involved hiring outside help to do housework, yard-work, laundry, and sewing (29% of the respondents). Other factors that were given frequently were time management (prioritizing, planning, scheduling, and organizing) mentioned by 28%, keeping home and work separate (22%), sharing chores with family members (16%), delegating responsibility (10%), and simply not cooking "at all" (8%).

One member of the sample stated that "maintaining the balance between work and home is simple. You work like hell!" Others said, "I make a conscious effort not to think about school when I'm doing home things"; "I let the house go. The downstairs is semi-straight--the upstairs--I just close my eyes"; "I have to be organized. I use yellow 'stickees' on my dashboard when I go to work every morning."

Another replied, "You do your job until five o'clock and then go home and start another. I have gone off the deep end and started to ask for help at home." "I take my 'work' home," one woman said. "If I could only take the 'dusting' to the office--I guess I could balance it the other way." Maintaining the balance between the two spheres of a woman's life, however, appeared to get easier with personal and professional maturity.

Time Management Techniques

The time management technique that these women found most useful was making and marking off "to do" lists. Making these lists was mentioned by 49% of the women in the sample, who stated that they use this technique on a daily basis. Prioritizing was given as the favorite technique by 27% of the sample, while

keeping calendars/time schedules, and developing routines were given with the same frequency. Other techniques include delegating (20%), keeping files or notebooks for different jobs (13%), planning ahead (11%), writing down everything (10%), depending on her secretary for help (7%), not procrastinating (7%), and using PERT. linear programming, or time study techniques (4%).

Comments concerning time management included: "I get a sense of accomplishment when I cross off items on a checklist"; "I try to put one project in motion while I attend to one with greater priority"; "My planning book is my bible." Those still having trouble in this area said, "I just stay until it gets done"; "I think that's probably my biggest fault"; "There is no solution to this--you just keep working on it"; "I manage time by crisis--do what has to be done right then." One woman said that she managed her time best "by laughing! I make lots of lists and lose them!" Time management, however, appears to be a "must" for managerial women and evidently appears to be insufficiently developed by many women in their work lives.

Career Changes

If these women could start their careers again, nearly one-third wouldn't do anything differently; however, many did talk about the things that they would change if they had a second chance. Nearly 40% stated that they would pursue a different career and/or a different degree if given a second chance, while 23% said that they would have simply started their careers much earlier than they did.

Other changes included taking business and financial courses (regardless of the career), getting an undergraduate degree or completing advanced degrees, and completing training or college before having children or having to go to work. Two women in business stated that they wished that they had gone into teaching, while some school administrators wished that they had pursued careers in business, the "grass is greener" phenomenon.

Comments related to career changes included: "I would start faster!"; "I would choose a scientific or mathematical career or have my own private school"; "I would go into pre-med"; "I would certainly put more emphasis on academics than I did"; "I would not let anyone sway my career decisions because I was a girl." As another put it, "Heaven knows what I could have done had I been given the encouragement. I think I could land a 747 if I wanted to." Overall, responses in this area indicated that a lack of career planning and the "not needing to work" syndrome affected the lives of these women significantly.

Advice to Aspiring Female Managers

When asked to give advice to women aspiring to enter management, the advice given most often was to be persistent and not to give up. This advice was given by 19% of the members of the sample. Persistence was followed up with being self-confident (15%), getting a formal education and the necessary credentials (13%), working hard (12%), and gaining knowledge and developing skills (11%). Also mentioned, although less frequently, were standing your ground, making sure that administration or management is really what you want, simply going after what you want, and setting goals and planning ahead.

Pieces of advice included: "Elevate those around you"; "If you want to contribute on a large scale, you should get out there and do something about it"; "Be all you can be without hurting others"; "Maintain extreme emotional poise--being female, people expect you to fall apart at the slightest sign of trouble."

Others said, "Tackle any job you're given and give it your best shot." "Learn to work within the system (good ol' boys' club) and start with small changes, don't start a war." "Go for it--it may not come again." "Don't ever quit--that's just what they want you to do." "Don't deny your femininity--don't overcompensate for being a woman." "Use some jobs you don't like as stepping stones." "Be professional, dress professionally, and you can get the job you want." Perhaps one piece of advice was particularly noteworthy, "Don't take anyone else's advice."

Summary and Conclusions

1. The major sources of stress for female managers are lack of time, deadlines and daily demands, personnel problems, and family responsibilities. The major coping strategies used by female managers to manage stress are exercise and talking over problems with female peers. Female managers should plan a regular program of physical exercise, seek out "sounding boards", and hire people to do housework and yardwork to help alleviate the stress in their lives.

2. The greatest sacrifice managerial women make is having to give up time for self, family, and friends. Continued emphasis on time management with a focus on prioritizing seems urgently needed for these women who are struggling with lists, calendars, and "yellow stickees" to keep their complex lives in some semblance of order. Setting aside time for themselves, "alone time," and time for things that they enjoy seems to be essential for these women.

3. Since the major barriers that managerial women face in entering or advancing in their careers concern "simply being a woman" and not being accepted by men and women as managerial "timber," these women feel that they have to try harder and be more competent in order to advance in their professions. Members of both sexes should be taught to avoid "stereotyping" women both in the home and in the school; having more women in positions of power in all types of organizations will also help to reduce this negative stereotyping.

4. Since personnel problems, particularly with female employees, are the most difficult aspect of the jobs of managerial women, early training appears to be needed for all girls in being cooperative and learning how to be "team players." Specific training for women managers in dealing effectively with female employees is needed at this point to help overcome the "horizontal violence" evident in female employer-employee relationships and interactions.

5. Because mentors appear to be essential parts of the lives of professional women, they should strive for visibility to demonstrate their competence in order

to attract a mentor. These women should also actively seek women and men who are a part of formal and informal networks that will provide communication channels, support, and sponsorship.

6. Families are important support groups for the managerial woman. Setting aside time for family is essential. Open and honest communication with spouses and children is also vital in families of female managers to establish a system of fairness and consideration.

7. Given the large number of female managers who would choose a different career if given a "second chance" and the fact that many women delay serious career planning until they are in their thirties, career planning at an early age seems to be a serious need for women in our society. Home and school are important socialization agents for girls, and steps should be taken by parents, teachers, counselors, and school administrators to ensure that girls are not limited in their life options simply because they are female.